



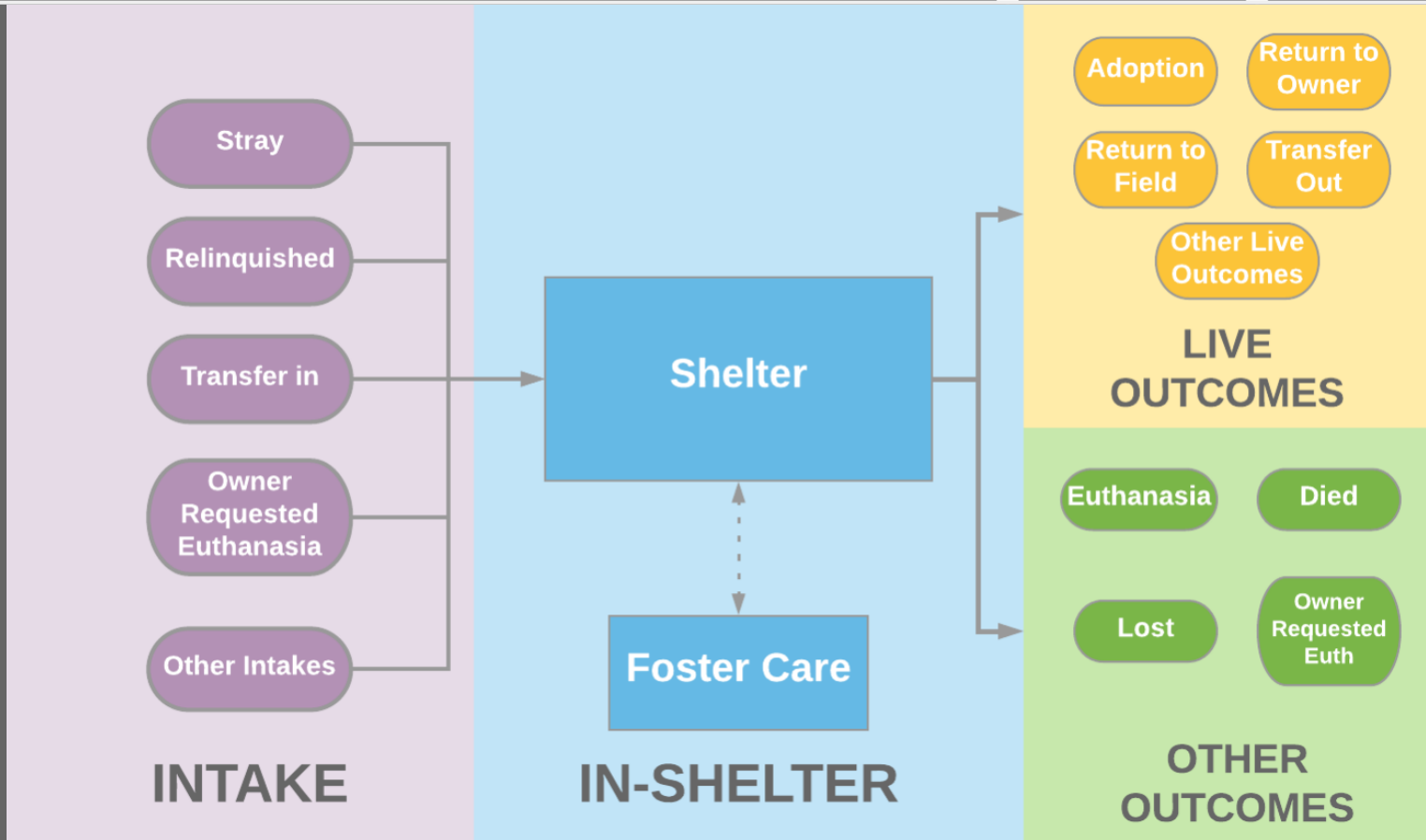
# San Marcos Regional Animal Shelter

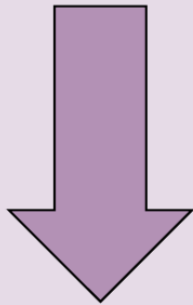
September 2018

*Community cats/TNR services*  
*Dogs w/ behavioral issues*  
*Housing restrictions (breed, age, cost)*

	Not a challenge	Minimally challenging	Somewhat challenging	Very Challenging	Not applicable
Community/stray cats	-	✓	-	-	-
Large dogs	-	-	✓	-	-
Owner surrender volume	-	-	-	✓	-
Local laws	-	-	✓	-	-
Shelter Overcrowding	-	-	-	✓	-
Low adoption volume	-	✓	-	-	-

# An Engineering Problem





**Proactive  
Intake  
Reduction**



**Minimize LOS**

Shelter only  
those who *need*  
to be there



**Live  
Outcomes**



**Other  
Outcomes**

Overall Goal:

**90% +**

Live Release Rate for  
All Animals Entering the shelter

*Public animal shelters are charged with promoting public health, protecting people from truly dangerous animals and protecting animals from truly dangerous people.*

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Where are we *today*?

Who contributes most to euthanasia?

Who contributes most to intake?

Could we reduce ALOS?

“Low hanging fruit”?

Specific goals for intake reduction, ALOS, and live outcome increase?

Priority programs, policies, & procedures



Where are we *today*?

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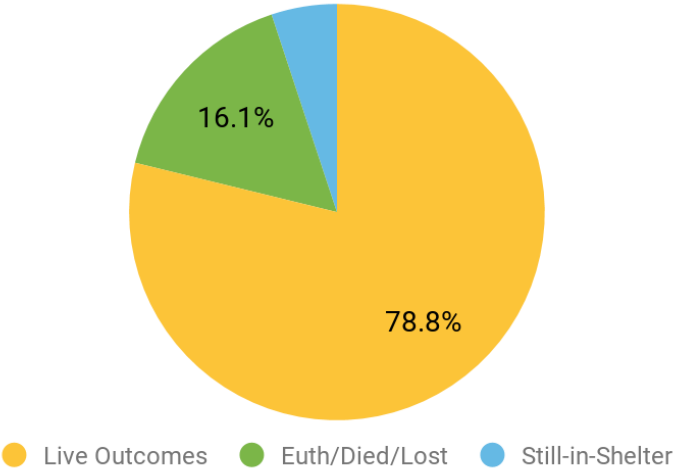
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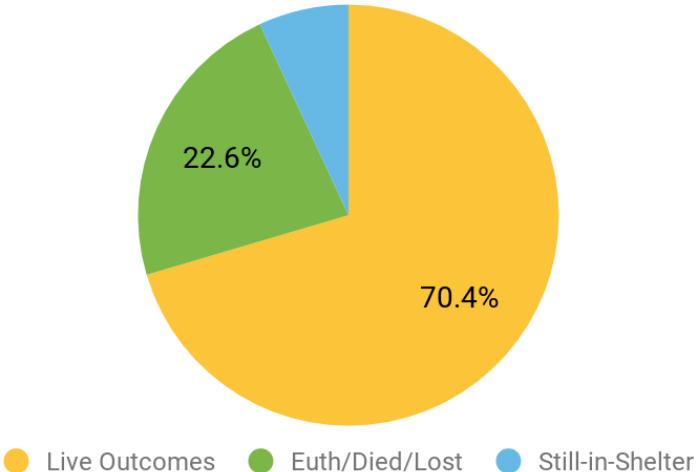
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Canine Outcome & Still-in-Shelter Distribution 2018



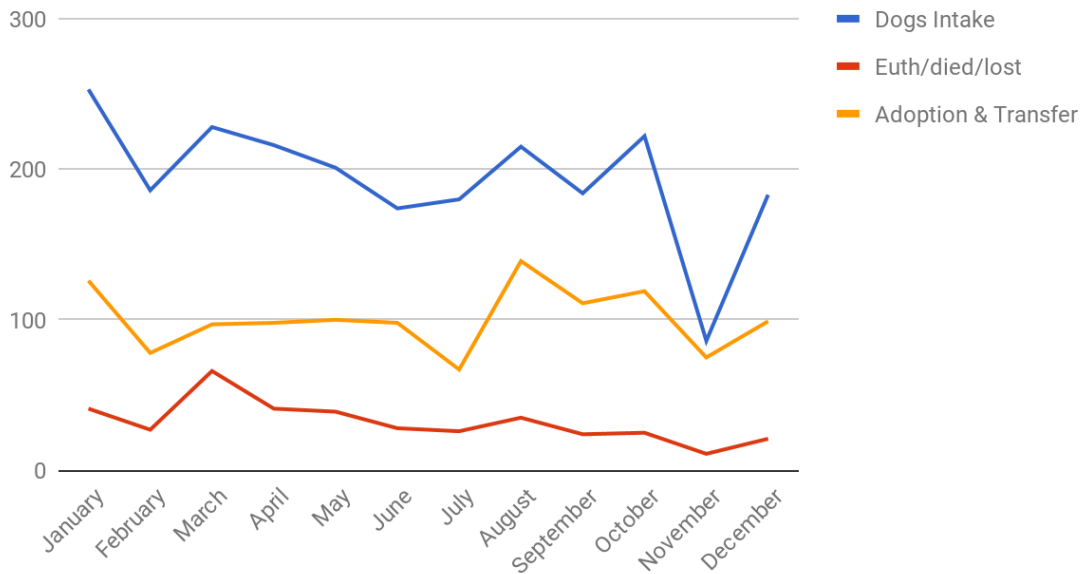
Feline Outcome & Still-in-Shelter Distribution Aug 2018



“Save Rate”	
Dogs	Cats
88.25%	76.02%

2018

Canine Intake vs. Euth/died/lost vs. Adoption/transfer

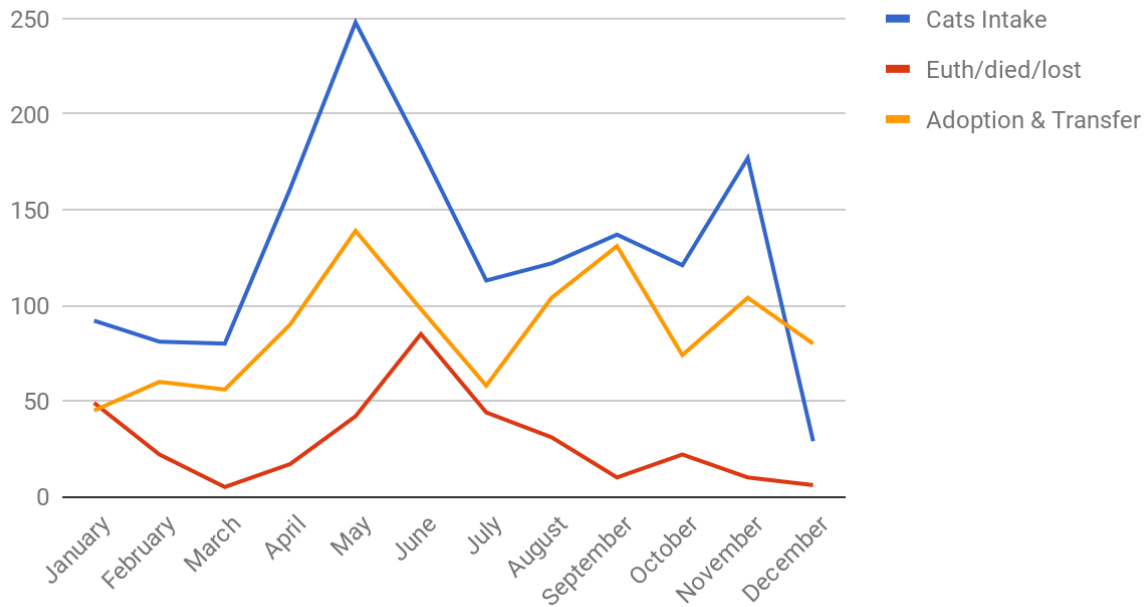


## Correlation

Intake & Euthanasia	34%
Adoption & Euthanasia	-15%

## 2018

Feline Intake vs. Euth/died/lost vs. Adoptions/transfers



### Correlation

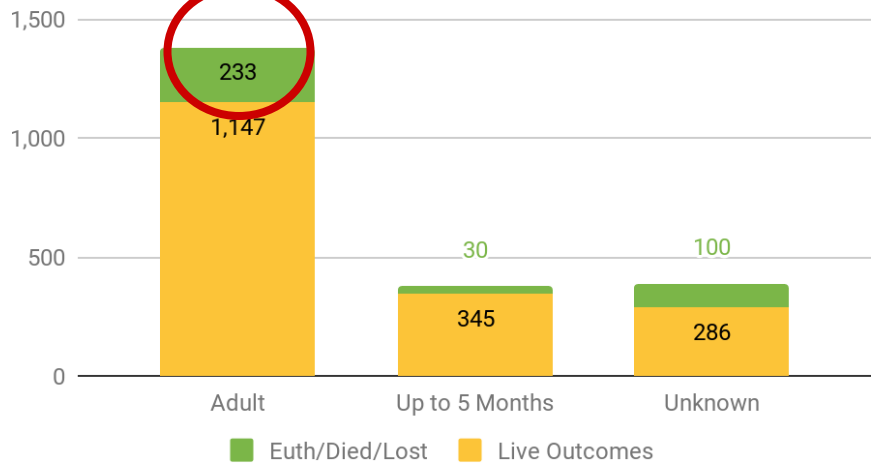
Intake & Euthanasia	43%
Adoption & Euthanasia	-34%

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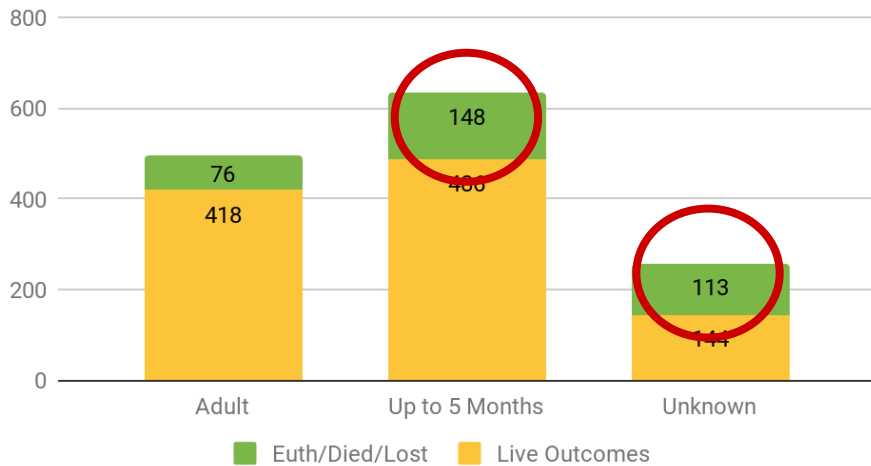
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# Who Contributes Most to Euthanasia?

Canine Live Release vs. Euth/Died/Lost by Age Group



Feline Live Outcomes vs. Euth/Died/Lost by Age Group



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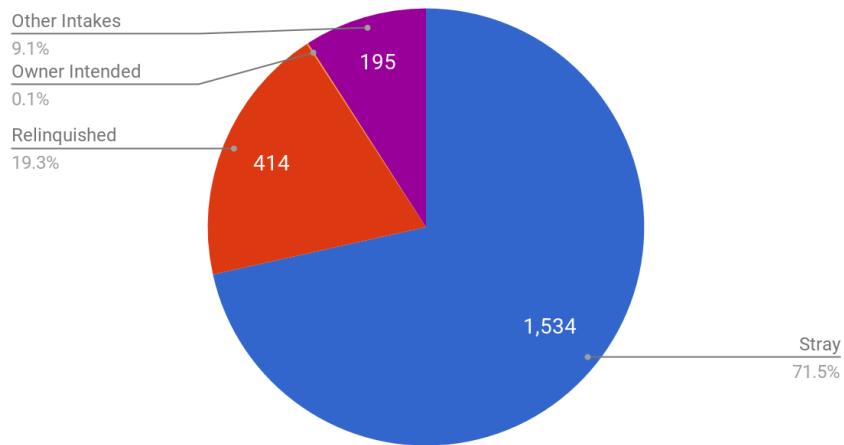


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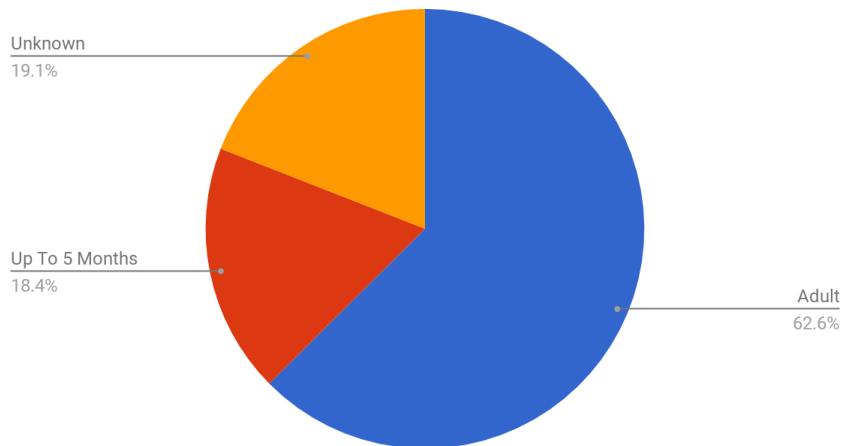
# Who Contributes Most to Intake?

## Dogs

Canine Intake by Intake Type



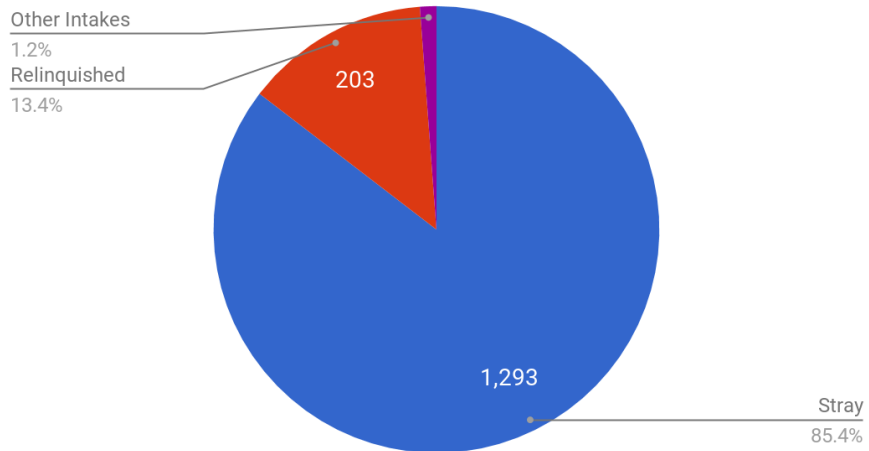
Canine Intake by Age Group



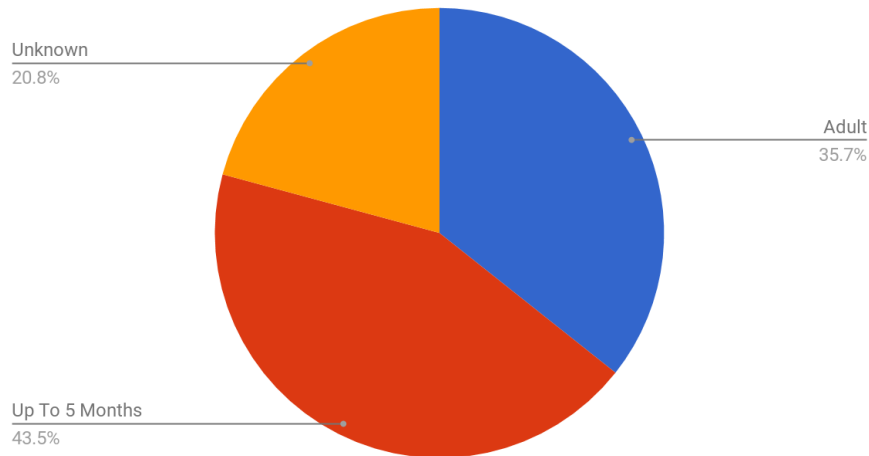
# Who Contributes Most to Intake?

## Cats

Feline Intake by Intake Type



Feline Intake by Age Group





# Who Contributes Most to Intake?

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“OTC” vs “ACO” Strays

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# Can We Reduce ALOS?

Annual Flow & Capacity Profile		
	Dogs	Cats
Average LOS	66	11.5
Average Daily Census	101	72
Housing & Staff Capacity	??	??

**Capacity Calculators**

- Quantity of animals ready for next step in adoption/TNR work up (medical) outweighs resources (staff,space) to do so.
  - Demand for adoption services outweighs resources to provide services (staff).
  - Communications w/ owners, rescues, adoptions extend LOS.
-

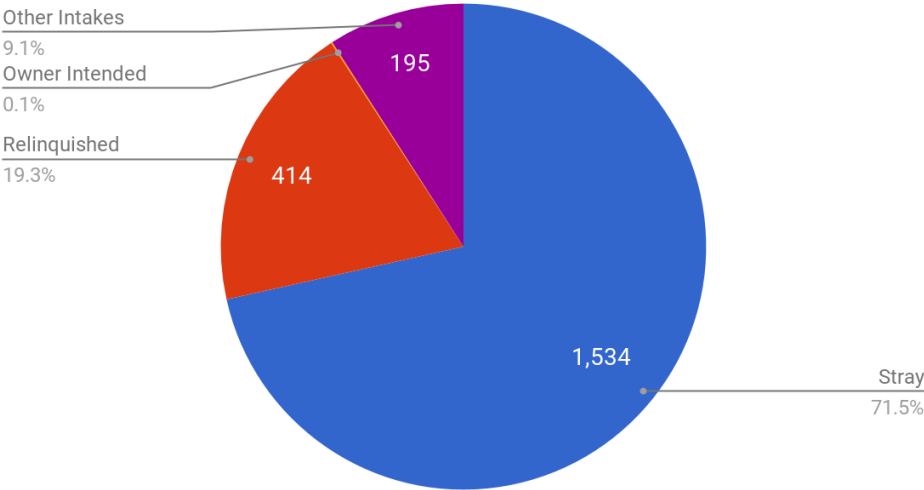


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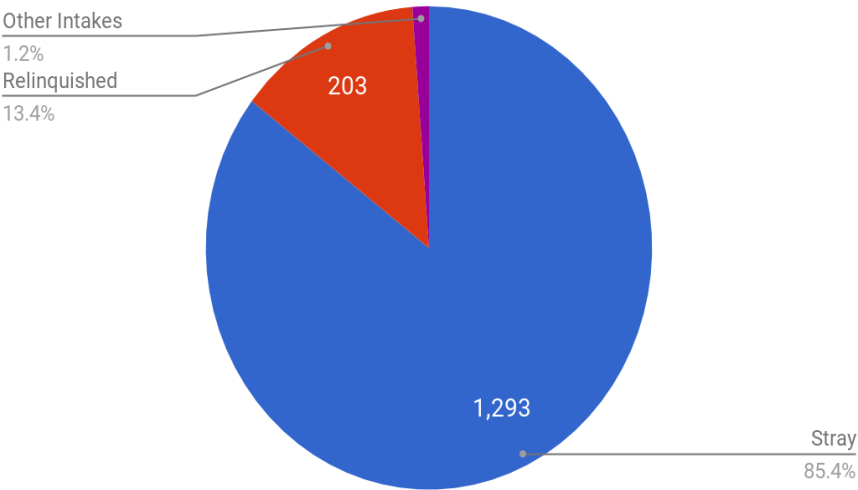
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## Owner Relinquishments

Canine Intake by Intake Type

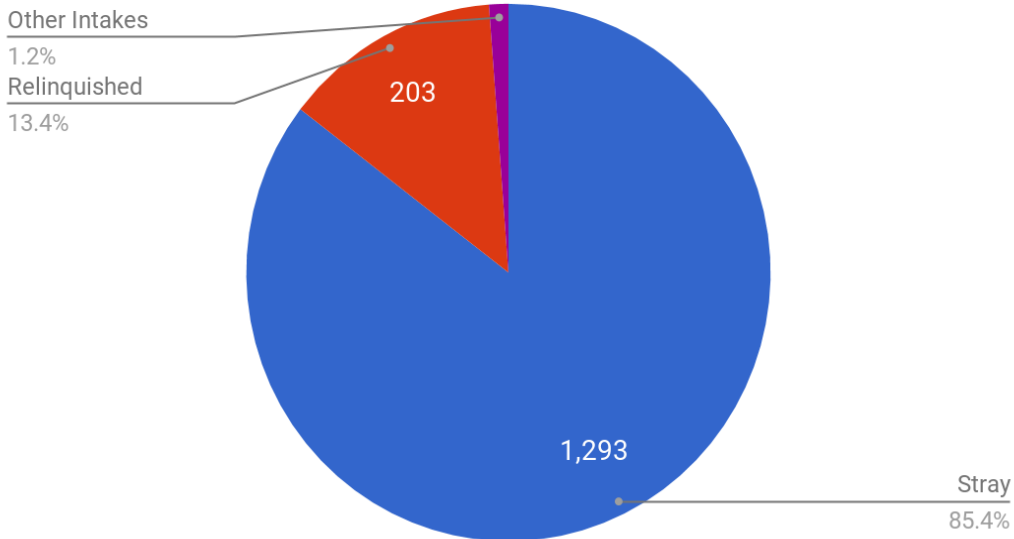


Feline Intake by Intake Type



## Stray Cats

Feline Intake by Intake Type



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Where does intake need to be?						
		Max Annual Total Intake	Annual Reduction	Monthly Avg Reduction	Weekly Avg Reduction	Daily Avg Reduction
Dogs	Adult	1,207	135	11	3	0
	Up to 5 Mo	363	31	3	1	0
	Unknown	301	108	9	2	0
Cats	Adult	440	100	8	2	0
	Up to 5 Mo	512	147	12	3	0
	Unknown	152	163	14	3	0

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Challenge Area	Goal(s)	Program, Policy, Procedure
Stray Cats	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 2 per day (min)</li> <li>• Increase live outcomes ~2 per day</li> </ul>	Full-fledged community cat return-to field program, discontinue trap loans
Stray Dogs	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 1 per day (min)</li> <li>• Increase live outcomes ~ 1 per day</li> </ul>	Finder-to-foster programming, strong “sick-injured-dangerous” focus
Owner Relinquishments	<ul style="list-style-type: none"> <li>• Below 10% intake</li> </ul>	Robust managed intake and surrender prevention
Length of Stay & Low Adoption Volume	<ul style="list-style-type: none"> <li>• Dogs ~?? days ALOS</li> <li>• Cats ~5 days (if &gt;2 months old)</li> </ul>	Open selection, Open Adoptions RTF for cats

***“When you control flow, you slow flow....”***



## SHELTER



Challenge Area	Goal(s)	Program, Policy, Procedure
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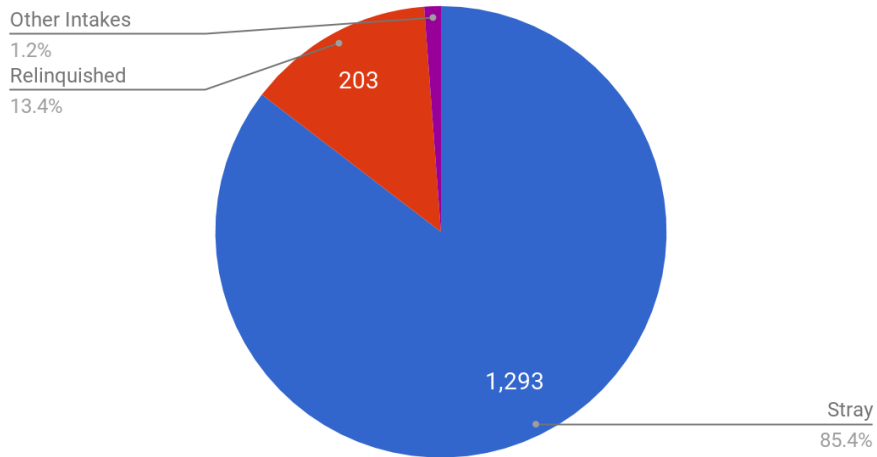
# Proactive Intake Reduction

## Operating Hours for Intake vs. Live Outcomes

		Intake	Live Outcomes
Weekly Hours	Shelter		
	Field Services		
	Total		
Costs	Surrender fee		
	Reclaim Fee		
	Adoption Fee		

## Stray Cats

Feline Intake by Intake Type



## Goals & Metrics

- Reduce intake by ~2 per day
- Increase live outcomes by ~2 per day

## Return-to-Field

- Program infrastructure is in place in the shelter's TNR program

# TNR & RTF: What's the Difference?

	TNR	RTF (aka CCD)
Trapping/Transport	<b>ACTIVE:</b> Targeted trapping, usually of a colony	<b>PASSIVE:</b> Cats found outside and brought to shelter or SN clinic
Colonies	<b>Yes:</b> Focus is colony size reduction.	<b>No:</b> Primary focus is colony prevention.
Caretakers	<b>Yes,</b> typically a colony caretaker is involved and engaged	<b>Not required</b> if cats are thriving outside
Behavior	<b>Minimally social</b> and "feral" cats, traditionally	<b>All outdoor cats</b> whether socialized to humans or not

# Implement full-scale community cat diversion program

Brief Background	Community cat diversion (CCD) is arguably the single most effective method to address overcrowding, disease, euthanasia, and perceived under-staffing in any animal shelter. It provides an alternative to intake for all healthy cats found outdoors. It is now considered the standard of care in municipalities across the country, as decades of “catch and euthanize” have not yielded the desired results.	
What's Needed?	<input type="checkbox"/> Policy guidelines: RTF is <i>default</i> option of healthy outdoor, unowned cats	Easy to implement in San Marcos. Need to require partner orgs to do the same No “is it adoptable” decision....Instead -- is this cat thriving outside?
	<input type="checkbox"/> Discontinue loaning traps to the public	Just need to tell the staff
	<input type="checkbox"/> Discontinue picking up trapped cats	Tell staff and update website
	<input type="checkbox"/> Staff training regarding RTF concept and policy → buy in!	In progress! Need to add “decision making tool” to staff training
	<input type="checkbox"/> Pilot program with “surgery at hour 73” <input type="checkbox"/> \$12/day x 12 days = 144/cat <input type="checkbox"/> Or \$12/day x 3 days = 36/cat	Ideal = 0 day stray hold. Alternative = ... Day 1 -- Enter Day 2 -- surgery Day 3 -- returned to field
	<input type="checkbox"/> Written protocol for the path that cats take when going through the program	In the works. Can use template below
	<input type="checkbox"/> Clear inclusion/exclusion criteria	See protocol for template example
	<input type="checkbox"/> Spay-neuter services for animals per day	5-10 per day -- Yes!! Can do them in-house or with partner vets
	<input type="checkbox"/> Eliminate FeLV/FIV testing for cats in program	[Mike can send documents about why....]
	<input type="checkbox"/> Adequate housing for a short stay in the shelter system	[Mike can help with finding install options for portals...]. Mike to get photos of cat trap shelves
	<input type="checkbox"/> Staff or volunteers to return cats to their outdoor homes	Need to call upon potential volunteers/staff -- Need SOP for drop off management...[Mike can get this]
Links & Resources	<ul style="list-style-type: none"> <li>• <a href="#">TEMPLATE: Simple Community Cat Diversion Protocol</a></li> <li>• <a href="#">TEMPLATE: Community Cat Diversion Inclusion Criteria for staff</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">TEMPLATE: Community Cat Diversion FAQ for Websites and other docs</a></li> <li>• <a href="#">Million Cat Challenge: Return to Field</a></li> <li>• <a href="#">Million Cat Challenge: Municipal Guide to Managing Community Cats</a></li> </ul>

## Implement full-scale community cat diversion program

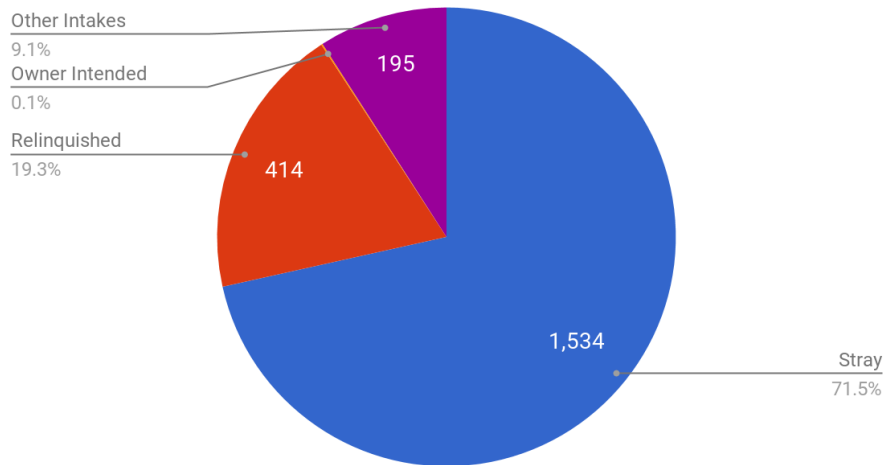
Brief Background	Community cat diversion (CCD) is arguably the single most effective method to address overcrowding, disease, euthanasia, and perceived under-staffing in any animal shelter. It provides an alternative to intake for all healthy cats found outdoors. It is now considered the standard of care in municipalities across the country, as decades of “catch and euthanize” have not yielded the desired results.	
What’s Needed?	<input type="checkbox"/> Policy guidelines: RTF is <i>default</i> option of healthy outdoor, unowned cats	
	<input type="checkbox"/> Discontinue loaning traps to the public	
	<input type="checkbox"/> Discontinue picking up trapped cats	
	<input type="checkbox"/> Staff training regarding RTF concept and policy → buy in!	
	<input type="checkbox"/> Pilot program if necessary	
	<input type="checkbox"/> Written protocol for the path that cats take when going through the program	
	<input type="checkbox"/> Clear inclusion/exclusion criteria	
	<input type="checkbox"/> Spay-neuter services for animals per day	
	<input type="checkbox"/> Eliminate FeLV/FIV testing for cats in program	
	<input type="checkbox"/> Adequate housing for a short stay in the shelter system	
	<input type="checkbox"/> Staff or volunteers to return cats to their outdoor homes	
Links & Resources	<ul style="list-style-type: none"> <li>• <a href="#">TEMPLATE: Simple Community Cat Diversion Protocol</a></li> <li>• <a href="#">TEMPLATE: Community Cat Diversion Inclusion Criteria for staff</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">TEMPLATE: Community Cat Diversion FAQ for Websites and other docs</a></li> <li>• <a href="#">Million Cat Challenge: Return to Field</a></li> <li>• <a href="#">Million Cat Challenge: Municipal Guide to Managing</a></li> </ul>

Challenge Area	Goal(s)	Program, Policy, Procedure
Stray Cats	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 2 per day (min)</li> <li>• Increase live outcomes ~2 per day</li> </ul>	Full-fledged community cat return-to field program, discontinue trap loans
Stray Dogs	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 1 per day (min)</li> <li>• Increase live outcomes ~ 1 per day</li> </ul>	Finder-to-foster programming, strong “sick-injured-dangerous” focus
Owner Relinquishments	<ul style="list-style-type: none"> <li>• Below 10% intake</li> </ul>	Robust managed intake and surrender prevention
Length of Stay & Low Adoption Volume	<ul style="list-style-type: none"> <li>• Dogs ~?? days ALOS</li> <li>• Cats ~5 days (if &gt;2 months old)</li> </ul>	Open selection, Open Adoptions RTF for cats



# Over-the-Counter Stray Volume

Canine Intake by Intake Type



## Goals & Metrics

- Reduce canine intake by ~1 per day

## “Finder to Foster” Program

- Currently staff asks citizens about doing this in certain situations
- *Always* ask
- Make it easy
- 40%!

# Implement a “Finder to Foster” and “Intake to Foster” Program

Brief Background	A “finder to foster” program involves being honest with the public regarding how full the shelter is and asking those who bring in animals to assist by fostering -- even just for a day. While not everyone who finds a pet will be willing to take the animal home to foster, many people will.	
What’s Needed?	<input type="checkbox"/> Staff training and protocol: e.g. a “script” for an honest conversation about the challenges of adding more pets to the shelter population	
	<input type="checkbox"/> Take photos of all pets on intake and immediately post to website and any area “lost and found” web pages	
	<input type="checkbox"/> Offer all standard “intake” services (vaccines, wormer, etc)	
	<input type="checkbox"/> Offer food, crate, and any other necessary supplies	
	<input type="checkbox"/> Provide clear timeline for “what’s next?” for the foster care giver	
	<input type="checkbox"/> Clear definition of “success”	--Goals for weekly/daily/monthly
Links & Resources	<ul style="list-style-type: none"><li>● <a href="#">Turn “surrender-ers” into foster homes</a></li></ul>	

Challenge Area	Goal(s)	Program, Policy, Procedure
Stray Cats	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 2 per day (min)</li> <li>• Increase live outcomes ~2 per day</li> </ul>	Full-fledged community cat return-to field program, discontinue trap loans
Stray Dogs	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 1 per day (min)</li> <li>• Increase live outcomes ~ 1 per day</li> </ul>	Finder-to-foster programming, strong “sick-injured-dangerous” focus
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Length of Stay & Low Adoption Volume	<ul style="list-style-type: none"> <li>• Dogs ~?? days ALOS</li> <li>• Cats ~5 days (if &gt;2 months old)</li> </ul>	Open selection, Open Adoptions RTF for cats

# Owner Relinquishments

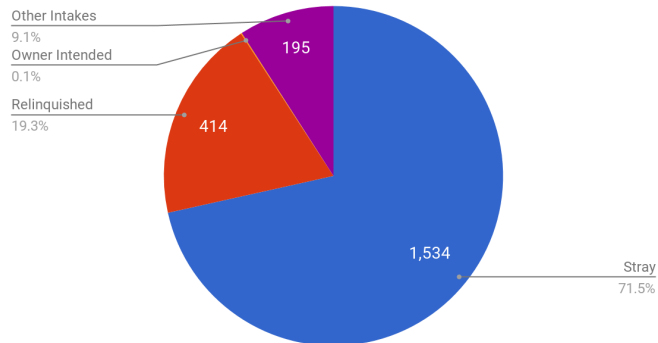
## Goals & Metrics

- Limit owner surrender volume to 10% of total intake maximum (or less!!).

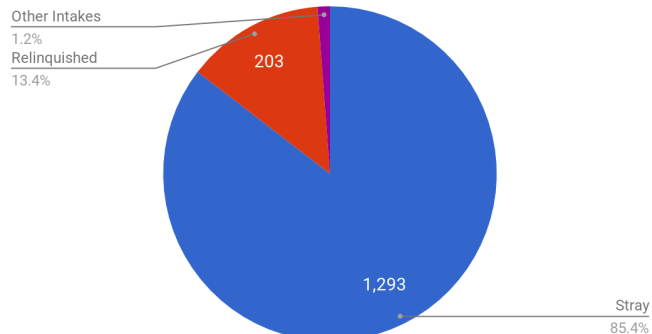
## Managed Intake

- Currently staff ask citizens about re-homing
- Surrender fee is in place!
- Schedule further in advance
- *Strongly* offer pre-surrender vaccination
- Partner to offer alternatives
- **SHELTER is the LAST OPTION!!**

Canine Intake by Intake Type



Feline Intake by Intake Type



## SHELTER



# Managed Intake & Safety Net

## Managed Intake

### CALENDAR

				X <sup>1</sup>	X <sup>2</sup>	X <sup>3</sup>
X <sup>4</sup>	X <sup>5</sup>	X <sup>6</sup>	X <sup>7</sup>	X <sup>8</sup>	X <sup>9</sup>	X <sup>10</sup>
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## Safety Net



# Implement Full Managed Intake & Safety Net Program

Brief Background	“Managed intake and Safety Net....”	
What’s Needed?	<input type="checkbox"/> Staff training and protocol: e.g. a “script” for an honest conversation about the challenges of adding more pets to the shelter population	
	<input type="checkbox"/> Written intake prevention protocols (Target Zero can assist)	
	<input type="checkbox"/> Identify and engage potential or existing partners	-- Working with “PAWS” in Kyle. Grant to provide behavior assistance. PAWS commits to taking animals that don’t end up staying in their homes.
	<input type="checkbox"/> Establish Scheduling system for surrenders	Ideally schedule all owner surrender intakes at least 10-14 days in advance, and limit appointments to 3-4 hours/day only 2-3 days per week. None on weekends
	<input type="checkbox"/> Train staff in use of scheduling system and the reasons behind the program	
	<input type="checkbox"/> Establish a surrender fee	
	<input type="checkbox"/> Monitor proportion of intake that is diverted (and celebrate with staff)	
	<input type="checkbox"/> Pre-relinquishment vaccination program	
Links & Resources	<ul style="list-style-type: none"> <li>● <a href="#">TEMPLATE: Managed Intake &amp; Safety Net Protocol</a></li> <li>● <a href="#">ASPCA Pro -- Managed intake</a></li> <li>● <a href="#">Adopt-a-Pet</a> -- Rehoming website</li> <li>● <a href="#">Alternatives to Intake -- Million Cat Challenge</a></li> </ul>	

Challenge Area	Goal(s)	Program, Policy, Procedure
Stray Cats	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 2 per day (min)</li> <li>• Increase live outcomes ~2 per day</li> </ul>	Full-fledged community cat return-to field program, discontinue trap loans
Stray Dogs	<ul style="list-style-type: none"> <li>• Reduce Intake ~ 1 per day (min)</li> <li>• Increase live outcomes ~ 1 per day</li> </ul>	Finder-to-foster programming, strong “sick-injured-dangerous” focus
Owner Relinquishments	<ul style="list-style-type: none"> <li>• Below 10% intake</li> </ul>	Robust managed intake and surrender prevention
Length of Stay & Low Adoption Volume	<ul style="list-style-type: none"> <li>• Dogs ~?? days ALOS</li> <li>• Cats ~5 days (if &gt;2 months old)</li> </ul>	Open selection Open Adoptions RTF for cats



- Quantity of animals ready for next step in adoption/TNR work up (medical) outweighs resources (staff,space) to do so.
  - Demand for adoption services outweighs resources to provide services (staff).
  - Communications w/ owners, rescues, adoptions extend LOS.
-

## Annual Flow & Capacity Profile

	Dogs	Cats
Average LOS	66	11
Average Daily Census	101	72
Housing & Staff Capacity	??	??

## Goals & Metrics

- Dogs: ??
- Cats (>2 months old): 5 days

## Programs and Bottlenecks

- Implement Open Selection
- Implement open adoptions
- RTF for all outdoor unowned cats

## Implement Open Selection

Brief Background	Open selection involves making all animals visible to the public (with the exception of legal cases, bite quarantines, and truly dangerous dogs) as soon as they enter the shelter. This program expedites live outcomes because it allows the public to view animals during the stray period. It recognizes the fact that the majority of animals entering the shelter (will ultimately be made available for adoption or transfer to another agency. This program is ideally paired with a “foster to adopt” program to enable animals to get out of the shelter as quickly as possible.	
What’s Needed?	<input type="checkbox"/> Train staff in the concept of open selection	
	<input type="checkbox"/> Make all potentially adoptable animals visible to adopters both online and in-person	
	<input type="checkbox"/> Develop signage and/or documents to communicate the program clearly to adopters.	
	<input type="checkbox"/> Develop protocol/plan to enable adopters to fill out adoption paperwork while animals are still on stray hold	
	<input type="checkbox"/> Consider “foster to adopt” program while animals are on stray hold	
Links & Resources	<ul style="list-style-type: none"> <li>• <a href="#">Open Selection: Putting Dogs and Cats on the Fast Track</a></li> </ul>	

## Implement Open Adoptions

Brief Background	<p><i>Open Adoptions</i> refers to an adoption program that focuses on matching people with pets, rather than having prescribed criteria for adoptions that are often restrictive. Open adoptions programs focus on a <i>conversational</i> adoption process rather than having adopters fulfill a list of requirements. Open adoptions program recognize that people are -- overall -- good, and will do what's best for their new pet if offered proper guidance and resources where needed.</p>	
What's Needed?	<input type="checkbox"/> Train staff in the concept of open adoptions	
	<input type="checkbox"/> Eliminate restrictive requirements such as landlord checks, veterinary contacts, and having all members of the home be present for the adoption	
	<input type="checkbox"/> Eliminate any "invasive" questioning -- e.g. income, employment, rent vs. own, etc.	
	<input type="checkbox"/> Do not use adoption fees as a primary source of revenue; doing so increases length-of-stay and associated cost of care.	
	<input type="checkbox"/> Reduce adoption fees	
Links & Resources	<ul style="list-style-type: none"> <li>● <a href="#">Adopters Welcome Guide</a></li> </ul>	<ul style="list-style-type: none"> <li>● <a href="#">Adopters Welcome Website</a></li> </ul>

1

## *INITIAL ROAD MAP*

On its way! We'll send you this slide deck and a list of action items shortly

2

## *YOUR ACTION ITEMS*

Get started today!

3

## *SCHEDULE a FOLLOW UP*

Ideally within 1 - 2 weeks  
30 minute session  
[Click Here!](#)

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